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## Triennial review of the implementation of recommendations made by the Committee for Programme and Coordination at its forty-seventh session on the in-depth evaluation of political affairs

### Report of the Office of Internal Oversight Services

*Summary*

The present report of the Office of Internal Oversight Services (OIOS) is submitted in accordance with the decision taken by the Committee for Programme and Coordination at its twenty-second session to review the implementation of its recommendations three years after taking decisions on evaluations submitted to the Committee. This triennial review determined whether the 38 recommendations from the in-depth evaluation of political affairs endorsed by the Committee for Programme and Coordination have been implemented. The review focused on five OIOS reports on in-depth evaluation of political affairs.

During the past years, the Department of Political Affairs has made significant progress in addressing some of the issues identified by OIOS in 2007. Of a total of 38 recommendations from all five reports, the Department has implemented 29; the remaining 9 are in progress. The annex to the present report presents a summary table of the implementation status of each of the recommendations and remaining actions to be taken. While most of the recommendations addressed to specific divisions and units within the Department have been implemented, a majority of the remaining required actions for implementation cut across the Department of Political Affairs.

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In implementing the evaluation recommendations, OIOS noted in particular the following key achievements:

- The 2007 report of the Secretary-General on the revised estimates to the proposed programme budget for the biennium 2008-2009, relating to the Department of Political Affairs (A/62/521), was a milestone, and the subsequent approval by the General Assembly of many of the proposed changes made a significant difference to the Department (see A/62/521 and General Assembly resolution 63/261). It initiated numerous changes at all levels, some of which are reflected in the present review.
- Knowledge management in the Department has been strengthened considerably.
- The Department has taken significant steps to develop guidelines covering all areas of its work.
- Overall management in the Department has been strengthened.
- Coordination and collaboration, both within the Department and with key partners, has been enhanced.

At the same time, OIOS noted the following critical actions required for the implementation of outstanding recommendations:

- The Department should populate its Intranet with content, integrate it with various division databases, and make it fully functioning.
- The Department should establish a distinct mechanism for feedback from Member States on the work performance of the Department.
- The Department should put the new evaluation policy into practice.
- The Secretary-General, in consultation with the Department of Political Affairs, should assess the envoy system and establish a framework for the appointment of envoys.

# I. Introduction

1. At its forty-seventh session in 2007, the Committee for Programme and Coordination considered five reports of the Office of Internal Oversight Services (OIOS) on the in-depth evaluation of political affairs (see E/AC.51/2007/2; E/AC.51/2007/2/Add.1, E/AC.51/2007/2/Add.2, E/AC.51/2007/2/Add.3 and Corr.1, and E/AC.51/2007/2/Add.4).

2. The present report is a triennial review of the 38 recommendations endorsed by the Committee for Programme and Coordination (see A/62/16, paras. 88-93), with the objective of reporting on the current status of implementation of those recommendations.

3. The methodology for the triennial review included: (a) a review and analysis of biennial progress reports on the status of recommendations that are monitored through the OIOS Issue Track database; (b) an analysis of relevant information, documents and reports obtained from the Department of Political Affairs; and (c) interviews with programme managers in the Department. A draft of the report was made available to the Department, the Office of Human Resources Management (OHRM) and the Executive Office of the Secretary-General for review, and the comments received have been incorporated as appropriate. Given the length constraint of this document, only the main part of each recommendation is replicated; the full text of all recommendations can be referenced in the OIOS reports.

# II. Findings

4. Overall, OIOS found that of the total of 38 recommendations from all five reports, 29 have been implemented and 9 are in progress. The implementation status of recommendations from each report is presented below. The annex to the report presents a summary table of the implementation status of each of the recommendations and remaining actions to be taken.

## Recommendations contained in the OIOS summary report (E/AC.51/2007/2)

**Recommendation 1: Taking into account the findings highlighted in recent OIOS evaluations and audits, the Department should conduct a strategic planning exercise in order to develop a clearer Department-wide vision and mission statement.**

5. OIOS considers the report of the Secretary-General on the strengthening of the Department of Political Affairs (A/62/521) to have articulated a clear vision and mission for the Department. Although it is in principle a budget document, it is also a strategic document outlining the purpose, objectives, tasks and resource requirements of the Department. The General Assembly, in resolution 63/261, approved the proposed structural changes to the Department, as well as additional financial and human resources. OIOS found that that report has impacted all areas of the work of the Department by guiding the strategic planning of all Department of Political Affairs subprogrammes.

6. OIOS considers this recommendation to have been implemented.

**Recommendation 2: The Department should develop a Department-wide knowledge management strategy and system for more effectively capturing, storing, sharing and integrating knowledge across divisions and units and executive management.**

7. Within the Department of Political Affairs, the guidance and best practices team in the Policy Planning Unit undertook a systematic review of knowledge management in the Department in 2009. OIOS reviewed a lessons learning survey that was administered to all Department staff, which revealed the importance of establishing online access for crucial information on the Department's work. Approximately three quarters of respondents indicated that they would use a Department intranet to access lessons learned, guidance and training materials.

8. The Department consequently decided to develop a new intranet that will be accessible to Headquarters staff and to its 11 field presences. OIOS was informed that the intranet will be launched in May 2010. OIOS considers this intranet a major step forward in strengthening knowledge management in the Department. Among many features, it will provide the opportunity to search lessons learned, share knowledge and participate in communities of practice. It will also be harmonized with the intranet of the Department of Peacekeeping Operations Intranet, allowing for searching of both databases simultaneously. Moreover, the Department has established an intranet focal point system in the field in order to ensure that the needs of field missions are also taken into account.

9. As will be discussed later in this report, knowledge management systems have also been set up in the Electoral Assistance Division, the Security Council Affairs Division, and the Decolonization Unit and for special political missions. Although not all databases are equally developed, overall the Department has progressed significantly.

10. OIOS considers this recommendation to be in progress. In order for OIOS to consider it implemented, the Department intranet must be fully functioning, populated with content and integrated with the various Division databases.

**Recommendation 3: To ensure more efficient use of existing resources, the Department should develop a plan that outlines options for staff mobility within the Department and task reallocation between divisions and units, wherever the need is greatest.**

11. With General Assembly approval of structural changes and additional human resources in the Department of Political Affairs (see para. 5 above), a reallocation of tasks and resources within the Department was made possible.

12. The Under-Secretary-General for Political Affairs has advocated for staff mobility on a voluntary basis, as documented in a 2009 note to Department staff that states that staff who would like a new challenge or to broaden their range of experience are encouraged to volunteer for lateral moves within the Department. OIOS was informed that, during the past three years, five people have moved within the Department. There have also been some temporary moves. For example, the Security Council Affairs Division seconded a staff member to the Africa I Division, and the Division for Palestinian Rights had a staff member temporarily assigned to the Security Council Affairs Division.

13. OIOS considers this recommendation to have been implemented.

**Recommendation 4: The Department should consider recasting the roles of senior leaders in the Department so that Department management and administrative responsibilities are clearly delegated to one or more key individuals with primary responsibility and accountability for day-to-day operations of the Department.**

14. The Under-Secretary-General for Political Affairs has considered this recommendation and is of the view that the delegation of management and administrative responsibilities to one Assistant Secretary-General only would be counterproductive. Instead, OIOS has been informed that both Assistant Secretaries-General were assigned greater administrative and management responsibilities in order to improve the management of the Department. The two Assistant Secretaries-General and the Under-Secretary-General, together with the Executive Office and the Special Assistant to the Under-Secretary-General, share management and administrative responsibilities and accountability.

15. OIOS noted that the Secretary-General's Bulletin on reporting lines within the Department of Political Affairs has also helped with clearer delegation of management and administrative responsibilities, since the Division directors now report to the Assistant Secretaries-General; previously, they reported to the Under-Secretary-General through the Assistant Secretaries-General (see ST/SGB/2009/13 and Corr.1). Furthermore, OIOS was informed that the arrival of a new Assistant Secretary-General has contributed to the introduction of new management methods and that the new arrangements are working satisfactorily.

16. OIOS considers this recommendation to have been implemented.

**Recommendation 5: The Department should establish a framework for obtaining client feedback that is regular and systematic.**

17. OIOS noted that the Department of Political Affairs has not yet established a formal mechanism for client feedback on the Department's work performance, and finds some reluctance to establish such a mechanism. OIOS was informed that there are a number of other ways to obtain client feedback, in particular through direct interaction with Member States in the context of Security Council or General Assembly deliberations, or through the senior management compact process with the Secretary-General. However, OIOS noted that in the new Department of Political Affairs evaluation policy (see para. 20 below) it is foreseen that the divisions that primarily service intergovernmental bodies will establish evaluation mechanisms for a more systematic and regular client feedback mechanism, including using tools such as client surveys.

18. OIOS is of the view that the recommendation made to establish a regular feedback mechanism at the Department level still holds merit. Client feedback mechanisms contribute to a better understanding of client expectations and identify areas for improvement.

19. OIOS considers this recommendation to be in progress. In order for OIOS to consider this recommendation implemented, the Department must establish a distinct mechanism for feedback from clients in addition to other scheduled activities (such as routine meetings).

**Recommendation 6: The Department should develop a formal Department-wide monitoring and evaluation system.**

20. The Department has a draft evaluation policy that has almost been finalized. OIOS has reviewed the policy and found it to incorporate the key elements needed in such a policy. This policy is a major step forward, as it establishes evaluation principles, roles and responsibilities, as well as an evaluation workplan and criteria for selecting evaluations. OIOS noted that the Department does not yet have the resources to establish an evaluation unit and was informed that extrabudgetary funding will be sought for the biennium 2010-2011. For the biennium 2012-2013, the Department will include provisions in the biennial budget.

21. OIOS considered that while the policy has almost been finalized and provides a good basis for an evaluation system, it is too early to say that a formal monitoring and evaluation system is in place.

22. OIOS considers this recommendation to be in progress. In order for OIOS to consider this recommendation implemented, the Department should put the evaluation policy into practice.

**Recommendation 7: The executive management of the Department should undertake a needs assessment to determine the expectations and support requirements of the Department's substantive offices and units.**

23. The report of the Secretary-General on the Department of Political Affairs (A/62/521) is the result of a thorough needs assessment of demands placed on the Department and the means available to meet those needs. The proposals contained in the report were designed to correct the imbalance between demands and means. As noted earlier, in its resolution 63/261, the General Assembly approved the proposed structural changes to the Department and additional financial as well as human resources were allocated, thereby meeting support requirements of the Department divisions and units.

24. OIOS considers this recommendation to have been implemented.

**Recommendation 8: The Department should address the current gender imbalance among senior staff in the Department.**

25. From 2005 to 2009, the total number of women at the Director level in the Department of Political Affairs has increased by two, from seven to nine. Not counting the Under-Secretary-General and the two Assistant Secretaries-General, there are currently five men at the D-2 level and nine at the D-1 level. This is a ratio of 1:1.5 (or 39 per cent women to 61 per cent men). The Department is more gender balanced at the senior level than the Secretariat is in general: in June 2009, the share of women at the D-1 level and above in the Secretariat was 27.3 per cent.

26. The Department also continues to proactively seek qualified women for positions at the P-5 level and above. To this end, the Under-Secretary-General has instructed that the list of proposed candidates for all vacancies should include at least one woman. To give additional impetus, a new Department gender focal point at the P-4 level was appointed (the former gender focal point was at the GS level). The new focal point has a broad mandate, including responding to the reporting requirements emanating from Security Council resolution 1325 (2000), which calls for a more significant presence of women in peace negotiations and conflict

resolution processes. Furthermore, it is envisaged that in 2010 each division or unit in the Department will appoint a gender focal point and develop a workplan.

27. OIOS considers this recommendation to have been implemented.

**Recommendation 9: The Department leadership should ensure that the recommendations made in individual OIOS subprogramme and special political mission evaluations are appropriately followed up and implemented in a coordinated and strategic manner.**

28. OIOS noted with appreciation the efforts undertaken by the Department to follow up its recommendations. The Executive Office provided timely semi-annual progress reports on the status of recommendations that are monitored through the OIOS Issue Track database. While not all recommendations have been fully implemented, the follow-up process as such has been satisfactory.

29. OIOS considers this recommendation to have been implemented, although it remains an ongoing task.

## Recommendations contained in the OIOS report on electoral assistance (E/AC.51/2007/2/Add.1)

**Recommendation 1: The Electoral Assistance Division should formulate clear and precise guidelines to strengthen its work processes.**

30. The Electoral Assistance Division has made significant progress since 2007 in formulating guidelines for its work processes. In particular, the Division has developed: (a) guidelines on the treatment of requests from Member States; (b) guidelines for the conduct of needs assessment missions; (c) a manual on operation for electoral components in United Nations missions; (d) the Standard Operating Procedures for the Division's desk officers; and (e) a number of additional guidelines dealing with administrative processes, such as on reporting lines within the Division. While not all of the guidelines have been finalized, OIOS was informed by the Division that they are very close to final approval. OIOS reviewed all of these guidelines and found them to be clear, comprehensive and precise.

31. OIOS considers this recommendation to have been implemented.

**Recommendation 2: The Division should develop a knowledge-management system to serve as a platform for the systematic collection and dissemination of institutional memory on electoral assistance.**

32. The efforts of the Division to improve its knowledge management system have been threefold. First, the Division has strengthened its institutional memory by establishing a Lotus Notes database and guidelines for the management of documents. OIOS reviewed the database and finds that its structure is appropriate for managing knowledge, including categories such as best practices, lessons learned and guidelines. OIOS noted, however, that the database is populated by only a few documents. For example, there is only one document in the lessons learned category. Moreover, the database is not yet accessible from field offices.

33. Second, the Division informed OIOS that it has made efforts to identify and document good practices and formulate technical opinions on election issues. Examples of these include policy directives on election integrity and technical notes on various electoral issues like electoral dispute resolution and elector fraud.

34. Third, in order to share knowledge, the Division organized two workshops for chief technical advisers and chief electoral officers, which provided an opportunity to discuss new trends and to brief participants on United Nations policies and procedures.

35. OIOS considers this recommendation to be in progress. In order for OIOS to consider this recommendation implemented, the database — the Division's institutional memory — should be populated and made accessible to field offices, and further efforts should be made for capturing and sharing best practices and lessons learned.

**Recommendation 3: The Division should strengthen coordination with its United Nations partners to further enhance information-sharing and make the delivery of electoral assistance more effective.**

36. The Division has initiated the establishment of the Inter-agency Coordinating Mechanism for United Nations Electoral Assistance. OIOS reviewed the terms of reference of this mechanism and noted that its objective is "to foster greater system-wide coherence and consistency" in United Nations electoral assistance. The mechanism includes the Department of Peacekeeping Operations, the United Nations Development Programme (UNDP), the Office of the United Nations High Commissioner for Human Rights (OHCHR) and other United Nations entities. It is composed of a senior-level decision-making body and a working group. OIOS finds this to be an adequate coordination mechanism.

37. Furthermore, the Division has revised its note of guidance with UNDP to better clarify roles and standard procedures in the area of electoral assistance. While significant progress has been made, the time frame for the finalization of the guidance note remains uncertain; OIOS acknowledged that it is beyond the Division's sole control.

38. OIOS considers this recommendation to have been implemented, although coordination with United Nations partners in general remains an ongoing task.

**Recommendation 4: As a follow-up to the OIOS report on the management audit of the Department of Peacekeeping Operations-substantive operations (AP2005/560/05), the Division should select an electronic format for converting the roster of experts and for facilitating partner access to electoral experts.**

39. The Division has developed an electronic database for its roster of electoral experts that is fully operational and contains over 900 experts. OIOS tested the database and found that it allows for a selection of candidates along criteria such as skills (e.g., legal or information technology skills), nationality or language. OIOS considered the migration from a paper system to an electronic system to be a major exercise, which the Division has accomplished successfully.

40. OIOS considers this recommendation to have been implemented.

41. The Committee for Programme and Coordination expressed concern about inequitable geographical representation and gender imbalance in the roster of electoral assistance and requested the Secretary-General to address the issue and OIOS to report on it in the context of this triennial review.[1] OIOS compared 2006 with 2009 data with regard to regional representation and found a significant increase of experts from Africa from 15 per cent to 24 per cent; this constitutes the second largest group behind the experts from Western Europe, which remains unchanged at 32 per cent. The number of experts from North America has decreased from 22 per cent to 18 per cent, as has the number from Asia/Pacific (decreasing from 13 per cent to 11 per cent), and Central and South America (decreasing from 10 per cent to 7 per cent). The number of experts from Eastern Europe slightly increased from 5 per cent to 6 per cent, while the share of experts from the Middle East decreased from 2.3 per cent to 1 per cent. The share of female electoral experts in the roster overall stayed at 29 per cent between 2006 and 2009.

**Recommendation 5: The Division should create a long-range strategic plan to address new electoral trends and changing assistance needs of Member States.**

42. Two reports of the Secretary-General on election issues (A/62/293 and A/64/304) demonstrate the Division's systematic analysis of new electoral trends and changing needs of Member States. OIOS reviewed these reports and found that the first one (A/62/293) addressed key issues such as increasing demand for assistance to local elections, a shift towards introducing electronic systems into electoral processes and reduced demands on the United Nations to observe elections; the second report (A/64/304) highlighted in particular the risk of elections triggering conflict and the increasing understanding that electoral assistance should be available throughout an entire electoral cycle.

43. OIOS considers that these two reports, as well as the fact that the responsibility for strategic analysis has been clearly assigned to one unit (cluster II) within the Division, demonstrate the systematic approach of the Division to addressing changing Member State needs.

44. OIOS considers this recommendation to have been implemented.

**Recommendation 6: The Division should initiate steps to review the guidelines for the Trust Fund for Electoral Observation so that they better suit the current needs of the Division.**

45. The terms of reference and the title of the Trust Fund for Electoral Observation were modified in 2007 and approved by the Secretary-General. The Fund is now called the United Nations Trust Fund for Electoral Assistance. OIOS was informed by the Division that between 2007 and 2009, funds raised were approximately US$ 5.6 million, of which US$ 4.9 million were earmarked to support specific activities. Additionally, the Department of Political Affairs has established a Trust Fund in support of political affairs, including a component to fund rapid responses in election-related activities. In 2009, the Division received 26 requests for such rapid responses. OIOS is of the view that the Trust Fund for Electoral Assistance

[1] A/62/16, para. 91.

and the rapid response component in the Trust Fund in support of political affairs meet the current funding needs of the Division.

46. OIOS considers this recommendation to have been implemented.

## Recommendations contained in the OIOS report on Security Council affairs (E/AC.51/2007/2/Add.2)

**Recommendation 1: The Division should harness the positive relationships and reputation it has cultivated with its clients and establish more formal and open lines of communication with them on critical issues.**

47. OIOS acknowledged the efforts made by the Security Council Affairs Division to strengthen communication with Council members. OIOS was informed that the Division receives regular feedback from Council members on its work in supporting the Council in the context of results-based-budgeting discussions; according to the Division, Council members generally express satisfaction in these discussions. Furthermore, the Division briefs incoming Council members individually on its role in support of the Council and provides briefings to new Council members in workshops, such as the annual seminar for Council Members organized by the United Nations Institute for Training and Research (UNITAR). The Security Council public website (www.un.org/Docs/sc) and the Department website (www.un.org/Depts/dpa/scaffairs.html) are other tools used to describe the role of the Department in support of the Council and its subsidiary bodies.

48. The Division also updates key Secretariat clients with tailor-made information on important developments within the Council; OIOS reviewed examples of these notes and inter-office memorandums and finds them to be an appropriate approach to addressing critical issues. These internal communication tools are also described in the new Security Council Affairs Division guidelines (see para. 54 below).

49. OIOS considers this recommendation to have been implemented.

**Recommendation 2: The Division should expand its information and knowledge-sharing activities to establish a formal and comprehensive knowledge-management system for capturing, storing, retrieving, sharing and integrating knowledge within the Division.**

50. Since 2007, the Division has undertaken a number of activities in order to strengthen its knowledge management. First, it has developed a Division-wide database (SCAD). OIOS reviewed the database and found that it allows for easy searching and sharing of documents. Second, the Division has developed comprehensive guidelines, covering all areas of its work. OIOS has reviewed the guidelines and found that they not only provide guidance on "how to", but they also capture institutional memory. OIOS considers that the database and the guidelines constitute a major step forward in terms of systematic knowledge management.

51. Furthermore, in June 2008, a Division working group on intra-divisional/inter-departmental coordination made a number of recommendations that have since been implemented. These include developing a culture of openness and inclusiveness whereby information is shared widely at all levels. OIOS was informed by Division managers that the atmosphere has changed and that staff members feel more comfortable in sharing information. This is of particular importance as part of the

knowledge and the experience related to the work of the Security Council Affairs Division are not easily shared in written form. The sharing of knowledge has further been strengthened by a teamwork approach adhered to within the Division; senior staff work with junior staff on common tasks, such as drafting the Repertoire, thereby sharing knowledge on the job.

52. OIOS considers this recommendation to have been implemented.

**Recommendation 3: The Division should continue to establish and refine guidelines and similar tools that streamline its work, reduce redundancies and duplication, ensure consistency, and institutionalize staff expertise and experience.**

53. The Division has developed office guidelines (dated 1 April 2009), which have been reviewed by OIOS. They contain the mandate of the Division, basics about the Security Council, procedural and formatting guidelines, templates, and examples and sources of information. The guidelines cover all areas of the Division's work, including its support to the work of the Security Council, the recording of the proceedings of the Security Council (the *Repertoire of the Practice of the Security Council*) and support to Security Council Committees and Working Groups. OIOS finds the guidelines to be comprehensive (over 200 pages), detailed and action-oriented.

54. OIOS considers this recommendation to have been implemented.

**Recommendation 4: The Division should create an environment that encourages, and creates opportunities for, cross-fertilization of work within and across branches.**

55. In 2008, the Division established a working group on intra-divisional/inter-departmental coordination (as mentioned in para. 51 above). A central issue addressed by the working group was the need to improve the teamwork culture in the Division. Since the working group made its recommendations in June 2008, the Division has established numerous working teams, including on the development of the above-mentioned guidelines and database, the drafting of the Security Council's annual report to the General Assembly and the internal summaries team.

56. In addition, OIOS was provided with a list of staff members that were redeployed within the Division, and OIOS noted that such redeployment has strengthened cross-fertilization of work across branches.

57. OIOS considers this recommendation to have been implemented.

**Recommendation 5: While the headway made by the Division in supporting the expert groups, including steps taken to address the OIOS audit is recognized, the Division needs to further strengthen its support and oversight roles.**

58. This recommendation incorporated five areas and follow-up has been taken on all five. First, the Division has developed the Panel of Experts Information Management System, which is now used by expert groups monitoring sanctions and allows them to enter data from the field. OIOS considers the System to constitute a major step forward in storing and sharing of information. Experts are able to access and enter data relevant to their particular group from anywhere in the world. The

sharing of information among different expert groups, however, is only possible in New York, in order to protect the confidentiality of the full dataset.

59. In order to better articulate the regulations governing the groups, the second component of this recommendation has been partly addressed by revising the handbook for members of Panels and Groups of Experts, which was last updated in January 2010. The conditions under which experts can be recruited is further reviewed in chapter 5 of the handbook on special political missions.

60. The compliance with rules and regulations when recruiting experts — the third component of this recommendation — has been strengthened. For example, during the period under review, the Department of Political Affairs began requiring the submission of notarized copies of university diplomas before issuing contracts to experts.

61. The Panel of Experts Information Management System also allows for better monitoring of the performance of experts, the fourth component of this recommendation. The Division can evaluate the investigative, research and report-building skills of experts on an ongoing basis by monitoring the source material and other information captured in the system. In addition, the Security Council Subsidiary Organs Branch continues to evaluate individual expert performance at the end of each assignment.

62. With regard to the fifth component — quality and diversity of experts — OIOS noted that the roster of experts, dated October 2009, contained over 450 individuals offering a wide range of expertise and reflects great geographic diversity.

63. OIOS considers this recommendation to have been implemented.

**Recommendation 7: Given the substantial increase in the number of sanctions committees and monitoring mechanisms, and the corresponding increase in workload, the Department of Political Affairs should allocate additional resources to the Security Council Subsidiary Organs Branch.**

64. As part of the proposal of the Secretary-General for strengthening the Department of Political Affairs (see A/62/521), two P-2 posts have been established in the Branch to strengthen its support capacity to the sanctions Committees. In addition, the Fifth Committee has approved the establishment of a P-4 post as focal point for delisting. OIOS was informed that the P-4 post also carries part of the Branch's workload in supporting the sanctions Committees and expert groups.

65. OIOS considers this recommendation to have been implemented.

## Recommendations contained in the OIOS report on decolonization and question of Palestine (E/AC.51/2007/2/Add.3 and Corr.1)

**Recommendation 1 (Decolonization): The Decolonization Unit should establish a formal knowledge management system for capturing, storing, retrieving, sharing and integrating knowledge within the Unit.**

66. In order to strengthen its formal knowledge management, the Decolonization Unit has developed an inter-departmental knowledge-sharing and content management database called the Decolonization Content Management Database. This database captures information on procedural and substantive questions,

analyses on decolonization matters, resolutions and decisions of the General Assembly and other documents. The content-rich database became operational in 2008, and, after reviewing it, OIOS found the database to provide easy access to documents and to have good search capacity. The database has been developed in close cooperation with the Department for General Assembly and Conference Management, where the secretariat of the Special Committee on the Situation with regard to the Implementation of the Declaration of the Granting of Independence to Colonial Countries and Peoples resides, and the Secretary of the Special Committee has contributed significantly to the content, thereby capturing valuable institutional memory.

67. A second database — the Decolonization Unit News — keeps track of news items to follow developments in the Non-Self-Governing Territories and is useful in the preparation of working papers. Both databases are regularly updated, reflecting the fact that the new knowledge management system has become a standard practice.

68. OIOS considers this recommendation to have been implemented.

**Recommendation 2 (Decolonization): The Decolonization Unit should develop clear and precise guidelines for all of its work products and processes, including supporting Special Committee meetings, preparing the 16 working papers and other mandated reports, and working with the Department of Public Information on the decolonization website and decolonization information materials.**

69. The Unit has prepared guidelines that address its mandate, substantive work, working methods and administrative issues. The 20-page-long guidelines also contain instructions (e.g., support to the Special Committee), examples (e.g., draft letters), checklists (e.g., seminar-related documents), and terms of references (e.g., for internships). The preparation of working papers received particular attention, including a separate annex. OIOS reviewed the 2009 version and found the guidelines to be a useful tool for the Unit's work. OIOS was also informed that the guidelines are being updated continuously.

70. OIOS considers this recommendation to have been implemented.

**Recommendation 3 (Decolonization): In consultation with the Special Committee, the Decolonization Unit should continue its efforts to improve the quality and scope of the 16 working papers, including by exploring with the Special Committee alternative forms of presentation.**

71. OIOS reviewed a set of working papers for different territories, comparing 2006 versions with 2009 versions, and noted several improvements. For example, the table of contents of the working papers have been harmonized. Furthermore, in the new format the actions taken by the General Assembly, which used to be included in the main text and were not easily identifiable, are now captured in a separate chapter at the end of each working paper. OIOS was informed that efforts are made not to reproduce text available in other documents, but rather to refer to them in footnotes, thereby avoiding the repetition of information provided in earlier working papers. The new format used for the 16 working papers in 2008 was acceptable to the Special Committee.

72. OIOS considers this recommendation to have been implemented.

**Recommendation 4 (Decolonization): The Department of Political Affairs should explore ways in which to further integrate the work of the Decolonization Unit with that of the rest of the Department, inter alia, with regard to enhancing information-sharing and cross-cutting synergies.**

73. The Unit shared with OIOS a number of examples demonstrating its contribution to the tasks of the Department since 2007. For example, the exchange with regional divisions has been strengthened, in particular on decolonization issues in the Americas. Similar efforts have been undertaken for the Pacific region. The Unit has also provided support to the Offices of the Under-Secretary-General and to other department-wide cross-cutting projects, and offers support to other Divisions in the Department. At the same time, the Unit ensures that the Special Committee receives the support needed to fully implement its work.

74. OIOS considers this recommendation to have been implemented.

**Recommendation 5 (Decolonization): The Department of Political Affairs, in consultation with the Department for General Assembly and Conference Management, should develop an action plan for better coordinating support to the Special Committee and improving information-sharing and communication between the secretariat and substantive support functions.**

75. OIOS was informed by the Unit that collaboration with the Department for General Assembly and Conference Management is very good and strong, and that efforts have been made to improve their cooperation. The programme of work elaborated by the two offices constitutes the "de facto" annual action plan and is being implemented on a day-to-day basis (see A/AC.109/2010/L.2). The interaction has benefited from the new inter-departmental knowledge-sharing and content management database (see para. 66 above). This system not only allows for documenting institutional memory, but also improves communication with the Department for General Assembly and Conference Management, in particular with the secretariat of the Special Committee. It facilitates information and knowledge sharing as it is easily accessible to staff in both Departments. Furthermore, the Unit's new guidelines address in detail the collaboration and the division of labour between the Unit and the Department for General Assembly and Conference Management, in particular in providing support to the Special Committee.

76. OIOS considers this recommendation to have been implemented.

**Recommendation 6 (question of Palestine): The Division for Palestinian Rights should assist the Committee on the Inalienable Rights of the Palestinian People in developing a strategy for enhancing the content of international meetings and conferences.**

77. Since 2007, the Division for Palestinian Rights has made notable efforts to assist the Committee in expanding the range of topics and be responsive to new developments in enhancing the content of international meetings and conferences. In particular, it organized a series of meetings and events in cooperation with the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA). Examples mentioned are regular briefings by the UNRWA New York Liaison Office to the Committee and a Committee delegation's visit to Palestine refugee camps in Jordan in February 2008, which was the first time such a visit was undertaken. Since 2007, Committee delegations have also held a large number of

meetings with host country leaders or high-level officials on the sidelines of international meetings and conferences. One of the substantive issues that has been advanced by the Division and has subsequently received greater attention is the question of international humanitarian law, which was addressed in the Committee's programme of work for 2009 (see A/AC.183/2009/1, para. 25).

78. OIOS considers this recommendation to have been implemented.

**Recommendation 7 (question of Palestine): The Division for Palestinian Rights should conduct regular and systematic user feedback surveys for its international meetings and conferences and for UNISPAL, in order to improve these components of its work programme.**

79. The Division for Palestinian Rights has undertaken a number of initiatives to obtain more client feedback on its work. First, OIOS reviewed a recent online survey among users of the United Nations Information System on the Question of Palestine (UNISPAL) that provided information on the usefulness of the website content and contributed to further improvements of the website. Furthermore, the Division has introduced an evaluation form for participants in the training programme for staff of the Palestinian Authority. OIOS was informed, however, that the Division had not conducted surveys among participants of international meetings and conferences, since it considered that such surveys were not manageable given the large number of civil society organizations accredited with and liaising with the Committee and the frequent staff turnover since 2007 in the Division's team responsible for this aspect of the Committee's work programme.

80. While OIOS acknowledged the efforts made in obtaining and using feedback on UNISPAL and the training programme for staff of the Palestinian Authority, it maintains that surveys among participants of international meetings and conferences can be conducted without creating undue additional work to the Division, through the use of short and precise self-administered web-based surveys.

81. OIOS considers this recommendation to be in progress. In order for OIOS to consider this recommendation implemented, the Division should conduct feedback surveys among participants of international meetings and conferences. OIOS is encouraged that the Division is planning to work in the near future on developing such an online survey tool, and that it plans to brief the Committee Bureau on the modalities of introducing such a survey.

**Recommendation 8 (question of Palestine): The Division for Palestinian Rights should develop a strategy for strengthening its cooperation with civil society organizations.**

82. The Division has organized a number of meetings between Committee delegations and representatives of civil society organizations, in particular with representatives of the International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies and the Egyptian Red Crescent Society in 2009. Another example of engagement with civil society organizations was the United Nations Public Forum in Support of the Palestinian People, organized by the Division in Jakarta in June 2009, which was geared specifically towards civil society. OIOS was informed by the Division, however, that it has not developed a strategy for its cooperation with civil society organizations, partly because the Committee had decided to develop closer cooperation with

parliamentarians and inter-parliamentary organizations. As a consequence, the Division's focus has shifted from civil society organizations to parliamentarians.

83. OIOS does not find the Division's cooperation with civil society organizations to have become more strategic. Taking into account the Committee's priorities and the Division's limited resources, a strategic approach for cooperation with civil society organizations appears more pertinent than ever, particularly in the light of the many events organized by the Divisions with and without civil society organization participation.

84. OIOS considers this recommendation to be in progress. In order for OIOS to consider this recommendation implemented, the Division should develop a strategy for clarifying its cooperation with civil society organizations that is in line with the mandate of the Division and the programme of work of the Committee. OIOS recognizes that the overall strategy of the Division's work is set by the Committee, and therefore suggests that the Division develop proposals for consideration by the Committee on how its cooperation and liaison with civil society organizations can be further enhanced.

**Recommendation 9 (question of Palestine): The Division for Palestinian Rights should undertake a change management exercise with a view towards strengthening Division synergies, enhancing staff morale, improving Division-level communication and addressing staff concerns regarding internal management practices discussed in the present report.**

85. While a change management exercise as such was not undertaken, OIOS was informed by the Division's management that the "central thrust" of the recommendation had been implemented in several ways. The Division has undertaken a number of actions to address management practices, communication and staff concerns. First, it has developed guidance material in all areas of its work. The comprehensive material, reviewed by OIOS, provides useful guidance and checklists related to the work of the Committee secretariat and the organization of international meetings and conferences, as well as on the use of the UNISPAL documents collection. In order to further improve work processes, the Division has also started to discuss lessons learned during staff meetings. In terms of career development and professional growth, staff members have been encouraged to make use of the available training opportunities under the Staff Development Programme of OHRM. Furthermore, the Director regularly addresses staff concerns and informs them about the latest political developments through e-mails or in staff meetings. Finally, the Division's new intranet site also facilitates the sharing of information within the office.

86. OIOS considers this recommendation to have been implemented.

**Recommendation 10 (question of Palestine): The Department of Political Affairs should consider ways to further integrate the Division with the rest of the Department, with regard to enhancing information-sharing and strengthening synergies and efficiencies within the Department.**

87. During the past three years, the Division has made several efforts to better integrate with the rest of the Department and to contribute to its overall tasks. One staff member was temporarily assigned to the Security Council Affairs Division in 2007 and again in 2008, and another staff member filled a vacancy in the

Decolonization Unit. Periodically, the Division collaborates with other divisions and units of the Department of Political Affairs in preparing international meetings and conferences.

88. In order to share information about the Division's work, it broadened the circulation of Daily Focus, which provides a review of daily news reports on developments related to the question of Palestine. Within the Division, regular briefings on department-wide issues also take place. A divisional focal point has contributed to the preparation of a Department-wide document on guidance and best practices, and a staff member of the Division represented the Department in a Secretariat-wide forum on conflict resolution, discussing efforts by Israeli and Palestinian civil society organizations aimed at bridging the divide.

89. OIOS considers this recommendation to have been implemented.

## Recommendations contained in the OIOS report on special political missions (E/AC.51/2007/2/Add.4) (see E/AC.51/2006/4 and E/AC.51/2009/3)

**Recommendation 1: The Department of Political Affairs, in consultation with the Office of Legal Affairs and experts, should further strengthen and document common methodological standards and expert group reporting guidelines.**

90. To strengthen standards and reporting guidelines for expert groups, the Security Council Affairs Division has developed the Panel of Experts Information Management System (see para. 58 above). The System provides expert groups with detailed tasks with regard to documenting data, and the standardized templates guide experts in classification of materials according to established criteria.[2] The System is the working tool that facilitates implementation of the evidentiary standards addressed in the handbook for members of Panels and Groups of Experts. The handbook emphasizes the importance of maintaining rigorous methodological and evidentiary standards and states that the Office of Legal Affairs should brief experts regarding due process requirements and evidentiary standards. OIOS found that the System and the handbook together provide sufficient methodological guidance for expert group reporting.

91. OIOS considers this recommendation to have been implemented.

**Recommendation 2: Working with the Department of Political Affairs and the Office of Legal Affairs, the Office of Human Resources Management should take the lead and responsibility to further clarify appropriate terms and conditions under which experts can be recruited, following a systematic assessment of the support needs necessary to facilitate achievement of their mandated activities.**

92. OIOS was informed by the Security Council Affairs Division that a number of the issues identified in 2006 have been resolved. For example, the salary scheme has been adjusted to take into account the experience of an expert and the cost of living.

[2] Expert groups are independent mechanisms for monitoring and reporting on sanctions violations.

Additionally, for assignments of more than one year, a break of 15 days has been introduced. These and other changes are reflected in the handbook for members of Panels and Groups of Experts. However, a number of issues remain unresolved and OIOS was informed by the Department of Political Affairs Executive Office that experts continue to express discontent with their contract conditions. OIOS noted that the fundamental challenge with expert employment remains: that is, they work de facto as full time United Nations employees, at times for several years, but work under the conditions of consultants that are designed for short-term assignments. The current system does not allow the Secretariat to employ experts under regular staff member conditions. OIOS was informed that OHRM is discussing this matter with the Department of Political Affairs to consider other possible contractual options that might better address experts' needs, particularly since their work is of a longer nature than what is envisaged for consultants; the Office of Legal Affairs will also be consulted at an early stage to ensure that any proposals in this regard are consistent with the legal and regulatory framework of the Organization.

93. OIOS considers this recommendation to be in progress. Acknowledging that implementation goes beyond the responsibility of the Department of Political Affairs, in order for OIOS to consider this recommendation implemented, OHRM, in consultation with the Department of Political Affairs and the Office of Legal Affairs, will need to continue to explore the feasibility of a new employment modality for long-term experts.

**Recommendation 3: The Secretary-General, in conjunction with the Department of Political Affairs, should initiate a strategic review of the envoy system to ensure a more strategic and focused utilization of envoys in the future.**

94. OIOS was informed by the Department of Political Affairs that an in-depth review of the envoy system has not been conducted. However, the envoy system was analysed in preparation of the programme budget for special political missions for the biennium 2010-2011. This budget document contained a description of the different special political missions, including the special and personal envoys of the Secretary-Genera (see A/64/346). OIOS reviewed the analysis and found that while it clarifies a number of modalities (e.g., the selection of envoys) and establishes some principles (e.g., special political missions do not have significant military or police roles), it provides limited guidance regarding the range of issues envoys could and should address. An assessment of their added value is also missing, and OIOS was informed that such an assessment is planned for 2010. OIOS noted that such an assessment is necessary for establishing a framework within which envoys can and should be appointed in order to ensure their strategic and focused utilization.

95. OIOS considers this recommendation to be in progress. In order for OIOS to consider this recommendation implemented, the Secretary-General must conduct an assessment of the envoy system and establish a framework for the appointment of envoys. The Department of Political Affairs can be consulted in this assessment.

**Recommendation 4: Based on the results of the review in recommendation 3, the Department of Political Affairs, in consultation with envoys, should strengthen current management and support systems to make them more consistent and coherent.**

96. In order to strengthen the management of and support to the envoy system, a number of measures have been undertaken by the Department of Political Affairs. First, the Department has developed useful guidelines for desk officers who support and backstop field missions.[3] The guidelines clarify a number of issues addressed by the OIOS evaluation: administrative support, results-based budgeting, the recruitment process, briefings, reporting and debriefings. Second, with regard to the selection of envoys, the Department has introduced a senior appointments panel, which interviews envoys and evaluates core competencies depending on the requirements of the position. The Department has also started to send "welcome" cables to each new Special Representative of the Secretary-General, including standard directives for Special Representatives of the Secretary-General, outlining reporting and administrative requirements. With regard to accountability, the Secretariat has decided to introduce compacts between envoys and the Secretary-General that clearly establish envoy responsibilities, and the Peacemaker database, a comprehensive knowledge management tool, is regularly updated and continues to be a useful source of interviews and debriefings of past envoys for preventive diplomacy. Additionally, the Department of Political Affairs and the Department of Field Security have bi-weekly meetings in order to coordinate the support to special political missions, with particular regard to field-based missions. The two departments have drafted a memorandum of understanding in order to further clarify their collaboration that has yet to be finalized.

97. OIOS considers this recommendation to have been implemented.

**Recommendation 5: The Department of Political Affairs, in consultation with the Department of Peacekeeping Operations and the United Nations Development Group, should consider how to enhance coordination between expert groups, envoys, peacekeeping missions and country teams, in order to strengthen the work of the United Nations in the field.**

98. OIOS finds several actions have been taken to enhance coordination between these various groups. First, the Department guidelines for desk officers who support and backstop field missions (mentioned above in para. 96) highlight the importance of coordination within the United Nations system and integrated approaches.[4] With regard to the establishment of missions, the guidelines also point to the need to explore the possibility of establishing United Nations system-wide common or shared services in the mission. The envoy briefing package contains a number of pertinent instructions regarding coordination with other United Nations entities, and the standard directives for Special Representatives of the Secretary-General also address relations with United Nations agencies and funds. Furthermore, the Security Council Affairs Division Guidelines include in the list of meetings that are arranged for expert groups at the commencement of each mandate meetings with the Department of Peacekeeping Operations and the Department of Field Support, although not with UNDP.

99. OIOS considers this recommendation to have been implemented.

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[3] HQ Support to Special Political Missions: Guidelines for Desk Officers (approved in 2009).

[4] Ibid., paras. 8-11.

**Recommendation 6: The Department of Political Affairs should develop knowledge management systems to capture and disseminate expert group and envoy knowledge and to promote learning and best practices.**

100. OIOS found that the Department has made significant progress in strengthening knowledge management among envoys. As already discussed in paragraph 58 above, the Security Council Affairs Division has developed the Panel of Experts Information Management System, which is now used by expert groups monitoring sanctions to facilitate knowledge sharing across monitoring groups and between former and current members of the same group. Furthermore, several additional tools have been or are in the process of being developed, including:

- a briefing package completed in 2009, containing policy and guidance material;
- a manual for United Nations mediators, compiled from interviews with Special Representatives and Envoys (expected to be finalized by mid-2010); and
- a mediation start-up kit comprising guidelines, a resources package and a training module (expected to be finalized by mid-2010).

101. Moreover, the Department Peacemaker website (www.un.org/peacemaker) is another useful knowledge source; it contains guidance material, tools and knowledge essays. Also, the Mediation Support Unit produces, in collaboration with envoys, after-action reviews, which include best practices and lessons learned. This Unit also produces long-term lessons learned studies; such assessments have recently been conducted of engagements in the Sudan and Mauritania.

102. OIOS considers this recommendation to have been implemented.

**Recommendation 7: (a) The Secretary-General should give more serious, creative and strategic consideration to appointing women as envoys; (b) The Department of Political Affairs should make a determined effort to increase the number of females in expert groups.**

103. This recommendation addressed two categories of special political missions: special envoys and advisers (envoys) of the Secretary-General and expert groups. Envoys represent the Secretary-General in conflict prevention, mediation and resolution; expert groups are independent mechanisms for monitoring and reporting on sanctions violations and recommending measures for strengthening compliance.

104. OIOS was informed that, with regard to the larger group of Special Representatives of the Secretary-General (of which the envoys are part), the number of women has increased, in particular with regard to the heads of peacekeeping missions. As of February 2010, out of 27 peacekeeping operations, special political missions and peacebuilding support offices, women headed two special political missions (the United Nations Peacebuilding Support Office in the Central African Republic and the United Nations Mission in Nepal) and two peacekeeping missions (the United Nations Mission in Liberia and the United Nations Integrated Mission in Timor-Leste); furthermore, women were deputy heads of five missions (the United Nations Mission in the Central African Republic and Chad, the United Nations Organization Mission in the Democratic Republic of the Congo, the United Nations Stabilization Mission in Haiti, the United Nations Assistance Mission for Iraq and the United Nations Mission in Liberia). In addition, there are several female envoys,

such as the Special Representative of the Secretary-General for Children and Armed Conflict and the recently appointed Special Representative of the Secretary-General on sexual violence in conflict.

105. Furthermore, the Department has taken action and has joined hands with the United Nations Development Fund for Women (UNIFEM) to develop a three-year strategy with the intention to improve gender balance at all levels of mediation: in the ranks of United Nations mediators themselves and in members of mediation teams. OIOS was informed that the Department now regularly submits the name of at least one woman for each senior mediation or envoy post.

106. OIOS was informed by the Security Council Affairs Division that the gender balance among experts continues to improve. Two women have recently served as expert group coordinators (the Panel of Experts on Côte d'Ivoire and the Panel of Experts on Liberia), and there are women serving as members of other groups. Moreover, the Division continues adding quality male and female candidates from all regions to its roster of experts. However, OIOS noted that only about 10 per cent of experts on the October 2009 roster were women.

107. OIOS acknowledged the serious efforts made in increasing the number of women engaged in high-level mediation and peacekeeping.

108. OIOS considers implementation of this recommendation to be in progress. In order for OIOS to consider this recommendation implemented, the ratio of women on the roster of experts to monitor the compliance of sanctions regimes must increase.

# III. Conclusion

109. In conclusion, OIOS found that, during the past years, the Department of Political Affairs has made significant progress in addressing some of the vulnerabilities identified by OIOS in 2006. Three quarters of the recommendations have been implemented, and the remaining are in progress. It is noteworthy that progress in implementing recommendations that address specific divisions and units is particularly strong. Only 3 of 22 such recommendations have not yet been fully implemented. The implementation of recommendations that have relevance Department-wide appears to be more challenging: 6 of these 16 recommendations have not yet been fully implemented. With regard to outstanding recommendations, OIOS considers that the most strategic task that remains to be implemented at the Department-level is the assessment of the envoy system and the establishment of a framework for the appointment of envoys.

(*Signed*) Inga-Britt **Ahlenius**
Under-Secretary-General for Internal Oversight Services
29 March 2010

# Annex

## Summary of recommendations

| *Recommendation of the Committee for Programme and Coordination* | *Status of implementation* | *Successive actions for implementation* |
|---|---|---|
| **Summary report (E/AC.51/2007/2)** | | |
| *Recommendation 1*: Conduct a strategic planning exercise in order to develop a clearer Department-wide vision and mission statement | Implemented | — |
| *Recommendation 2*: Develop a Department-wide knowledge management strategy and system | In progress | Populate Department intranet with content, integrate it with various Division-databases, and make it fully functioning. |
| *Recommendation 3*: Develop a plan that outlines options for staff mobility within the Department and task reallocation between divisions and units | Implemented | — |
| *Recommendation 4*: Consider recasting the roles of senior leaders in the Department so that Department management and administrative responsibilities are clearly delegated | Implemented | — |
| *Recommendation 5*: Establish a framework for obtaining client feedback | In progress | Establish a distinct mechanism for feedback from Member States. |
| *Recommendation 6*: Develop a formal Department-wide monitoring and evaluation system | In progress | Put the evaluation policy into practice. |
| *Recommendation 7*: Undertake a needs assessment to determine the expectations and support requirements of the Department's substantive offices and units | Implemented | — |
| *Recommendation 8*: Address the current gender imbalance among senior staff in the Department | Implemented | — |
| *Recommendation 9*: Ensure that the recommendations made in individual OIOS subprogramme and special political mission evaluations are appropriately followed up and implemented | Implemented | — |
| **Electoral assistance (E/AC.51/2007/2/Add.1)** | | |
| *Recommendation 1*: Formulate clear and precise guidelines to strengthen its work processes | Implemented | — |
| *Recommendation 2*: Develop a knowledge-management system | In progress | Populate Division database and make it accessible to field offices. |
| *Recommendation 3*: Strengthen coordination with its United Nations partners | Implemented | — |

| *Recommendation of the Committee for Programme and Coordination* | *Status of implementation* | *Secretariat action for implementation* |
|---|---|---|
| *Recommendation 4*: Select an electronic format for converting the roster of experts | Implemented | — |
| *Recommendation 5*: Create a long-range strategic plan to address new electoral trends and changing assistance needs of Member States | Implemented | — |
| *Recommendation 6*: Review the guidelines for the Trust Fund for Electoral Observation | Implemented | — |
| **Security Council affairs (E/AC.51/2007/2/Add.2)** | | |
| *Recommendation 1*: Establish more formal and open lines of communication with clients | Implemented | — |
| *Recommendation 2*: Establish a formal and comprehensive knowledge-management system | Implemented | — |
| *Recommendation 3*: Establish and refine guidelines and similar tools that streamline its work | Implemented | — |
| *Recommendation 4*: Create an environment that encourages, and creates opportunities for, cross-fertilization of work within and across branches | Implemented | — |
| *Recommendation 5*: Strengthen the Division's support to and oversight roles of expert groups | Implemented | — |
| *Recommendation 7*: Allocate additional resources to the Security Council Subsidiary Organs Branch | Implemented | — |
| **Decolonization and question of Palestine (E/AC.51/2007/2/Add.3 and Corr.1)** | | |
| *Recommendation 1* (Decolonization): Establish a formal knowledge management system | Implemented | — |
| *Recommendation 2* (Decolonization): Develop guidelines for all the Unit's work products and processes | Implemented | — |
| *Recommendation 3* (Decolonization): Continue the Unit's efforts to improve the quality and the scope of the 16 working papers | Implemented | — |
| *Recommendation 4* (Decolonization): Further integrate the work of the Unit with that of the rest of the Department | Implemented | — |
| *Recommendation 5* (Decolonization): Develop an action plan for better coordinating support to the Special Committee and improving information-sharing and communication between the secretariat and substantive support functions | Implemented | — |

| Recommendation of the Committee for Programme and Coordination | Status of implementation | Necessary actions for implementation |
|---|---|---|
| *Recommendation 6* (question of Palestine): The Division should assist the Committee on the Inalienable Rights of the Palestinian People in developing a strategy for enhancing the content of international meetings and conferences | **Implemented** | — |
| *Recommendation 7* (question of Palestine): Conduct regular and systematic user feedback surveys for its international meetings and conferences and for UNISPAL | **In progress** | **Conduct feedback surveys among participants of international meetings and conferences.** |
| *Recommendation 8* (question of Palestine): Develop a strategy for strengthening its cooperation with civil society organizations | **In progress** | **Develop a strategy for cooperation with civil society organizations.** |
| *Recommendation 9* (question of Palestine): Undertake a change management exercise with a view towards strengthening Division synergies, enhancing staff morale, improving Division-level communication and addressing staff concerns regarding internal management practices | **Implemented** | — |
| *Recommendation 10* (question of Palestine): Further integrate the Division with the rest of the Department | **Implemented** | — |
| **Special political missions (E/AC.51/2007/2/Add.4)** | | |
| *Recommendation 1*: Further strengthen and document common methodological standards and expert group reporting guidelines | **Implemented** | — |
| *Recommendation 2*: Further clarify appropriate terms and conditions under which experts can be recruited | **In progress** | **Explore the feasibility of a new employment modality for long-term experts.** |
| *Recommendation 3*: Initiate a strategic review of the envoy system to ensure a more strategic and focused utilization of envoys in the future | **In progress** | **Conduct an assessment of the envoy system and establish a framework for the appointment of envoys, including the range of possible issues to be addressed and criteria for their deployment.** |
| *Recommendation 4*: Strengthen current management and support systems to the envoy system | **Implemented** | — |
| *Recommendation 5*: Consider how to enhance coordination between expert groups, envoys, peacekeeping missions and country teams | **Implemented** | — |

| *Recommendation of the Committee for Programme and Coordination* | *Status of implementation* | *Necessary actions for implementation* |
|---|---|---|
| *Recommendation 6*: Develop knowledge management systems to capture and disseminate expert group and envoy knowledge and to promote learning and best practices | Implemented | — |
| *Recommendation 7*: | | |
| (a) The Secretary-General should give more serious, creative and strategic consideration to appointing women as envoys | Implemented | — |
| (b) The Department of Political Affairs should make a determined effort to increase the number of females in expert groups | In progress | Increase the ratio of women on the roster of experts |